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16 JUL 1973

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72-2601  
16 JUN 1973

MEMORANDUM FOR: Director of Planning, Programming, and Budgeting

SUBJECT: Annual Management Improvement Report to OMB  
(OMB Circular No. A-44)

1. The Annual Management Improvement Report required by OMB under OMB Circular A-44 is due 1 September 1973. We should get out instructions soon if we are to make the deadline although I am not sure the International Programs Division at OMB would be disturbed if we slipped a week or two.

*agree part.*

2. As the result of shifts in our organizations and assigned responsibilities in the Agency management structure and the dissolution of the Executive Director-Comptroller, the responsibilities for overseeing management improvement in the Agency, including the preparation of the Annual Report as assigned last year by Bill Colby, are now somewhat "inoperative."

3. Last year the Inspector General had the responsibility for the articulation of Agency management review policy and for conducting organizational performance reviews. The Directorates had the responsibility for reporting management improvement, productivity, and cost reduction accomplishments and for planning and reporting upcoming efforts in those areas. [ ] was charged with the reports reduction program and the Office of Finance, with the specific financial management improvements achieved. O/PPB had the responsibility, as an operating arm of the Executive Director-Comptroller, to coordinate and produce the Agency report.

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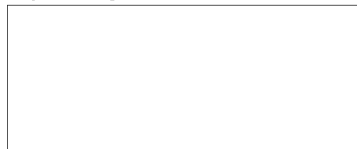
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4. Possibly the most significant provision or instruction of Circular A-44 is that the Agency Head should delegate responsibility for the whole broad management improvement program to one "top-level official reporting directly to the Department or Agency Head." Last year this was obviously the Executive Director-Comptroller. No such official exists this year and no document assigning these responsibilities to another "top-level official" has, to my knowledge, been issued.

5. If existing organizational problems limit the possibility of assigning an authoritative responsibility for management review and improvement on an Agency-wide basis to any single individual, then the only alternative is to assign it to each Deputy Director for those activities under his command. In simple terms, the question at this time is, "Do we merely issue a request for each Deputy Director to submit his response to the total A-44 requirement including the Agency review policy section and if so, who (D/PPB, DD/M&S, or other) initiates the call?" More importantly, who is overseeing the effort for the whole Agency on a continuing basis--including records management, reports reduction and ADP improvements--and who is charged with establishing priority efforts and verifying the claims for improvement and cost-reductions submitted? These are all referred to in Circular No. A-44.

6. I, of course, have views of how all these matters should be resolved but we are now apparently in a period of some management "diffusion?" in action responsibility in a variety of Agency management areas. In short and bluntly, "Does the DD/M&S have the responsibility in the Agency-wide management area obviously intended by the provisions of OMB Circular A-44 and at the level of authority exercised, until earlier this year, by the Executive Director-Comptroller?"

7. Where do we go from here? I'm flexible.



Special Assistant to the  
Director of Planning,  
Programming, and Budgeting

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